

# Workforce Race Equality Standard (WRES) – action plan 2021/2022

## Workforce Race Equality Standard (WRES): summary of actions 2021 – 2022

This table provides an overview of the actions identified for this year’s WRES action plan and demonstrates how these actions align with the Spire’s People Strategy and the requirements of the People Plan. A more detailed action plan is provided on page 3 of this report.

WRES objective		Spire’s people strategy objectives, plan and WRES indicator <sup>1</sup>	Further details
1.0	<b>FIND</b>		
1.1	<p><b>Recruitment and selection with emphasis on:</b> Ensuring that recruitment and selection practices are inclusive for Race Equality Network (REN) colleagues and prospective applicants</p> <p>Raising the profile of Spire as an “employer of choice” and reducing inequality in recruitment</p>	<p><b>WRES indicator 2</b> <b>People plan 2020–2025:</b> FIND – Analysis of data and use of improvement methodologies to develop ongoing processes to ensure recruitment, selection and promotion practices are inclusive to reflect the diversity of the local community and regional and national labour markets.</p> <p><b>Spire action:</b></p> <ul style="list-style-type: none"> <li>– Continue taking a proactive approach to recruiting BAME colleagues and consider targeted recruitment approaches and/or positive action including our broad range of Apprenticeship schemes</li> <li>– Monitor and understand workforce data in relation to protected characteristics of all our colleagues and work to improve the quality of recruitment and selection data for reporting and improvement purposes</li> <li>– Encourage self-declaration of ethnicity. We have 1100 employees that have a blank against their ethnicity and 402 employees as not stated</li> </ul>	Page 3
1.2	To hold comprehensive workforce data on all protected characteristic colleagues		
2.0			
2.1	<p><b>Increased focus on REN colleagues in leadership roles</b> – to have enabling strategies that support BAME colleagues to succeed</p>	<p><b>WRES indicators 1, 4 and 7</b> <b>People plan 2020–2025:</b> FIND – ensure that the workforce leadership is representative of the overall BAME workforce.</p> <p><b>Spire action:</b></p> <ul style="list-style-type: none"> <li>– Identify opportunities to overcome barriers to progression and career development in conjunction with REN colleague network</li> <li>– Celebrate significant diversity events</li> <li>– Continue cohort for the LEAP (Lead, Engage, Apply and Perform) and broader apprenticeship programmes including Nurse Apprenticeship Programme</li> <li>– Productive colleague led network conversations about equality with a focus on making tangible progress on EDI for all colleagues</li> </ul>	Page 3

WRES objective	Spire's people strategy objectives, plan and WRES indicator	Further details
3.0	<b>GROW</b>	
3.1	<b>Managers equipped with having meaningful and compassionate conversations</b>	<p><b>WRES indicator 8</b>  <b>People plan 2020–2025:</b>            GROW – health and wellbeing 121 conversations:            Line managers to continue to discuss equality, diversity and inclusion as part of regular wellbeing 121 conversations as they are embedded across the business and continuing our overall focus on <b>‘Looking after our people’</b> as the impact of Covid-19 remains heightened for some REN colleagues</p>
3.2	<b>Current colleague “REN” network to be reviewed and refreshed</b>	<p><b>Spire action:</b></p> <ul style="list-style-type: none"> <li>– Whilst Covid restrictions are being lifted we will continue to ensure risk assessments for vulnerable colleagues, including REN colleagues are regularly reviewed and appropriate action taken as required</li> <li>– We will encourage colleagues, especially those deemed vulnerable, to have the double vaccine whilst maintaining Government guidance as a minimum on social distancing and other Covid measures including infection and prevention control</li> <li>– Wide range of guidance and support material available for all colleagues across different methods</li> <li>– Continue to have meaningful engagement with all REN colleagues across Spire through a variety of ways including our colleague led networks</li> <li>– Continuous improvement of “Black Lives Matter” REN to embed a colleague led approach. We have rebranded from BLM to REN and the group are actively inputting and are involved in areas like recruitment materials, data capture and events across the business</li> </ul>

Page 8

WRES objective		Spire's people strategy objectives, plan and WRES indicator	Further details
3.0	<b>GROW</b>		
3.3	<b>Awareness raising across Spire so that all managers and the wider workforce are aware of the values and expectations on behaviours including our wider equality, diversity and inclusion priorities</b>	<p><b>WRES indicators 1, 2 8, 5 and 6</b></p> <p><b>People plan 2020 – 2025:</b></p> <p>GROW – a zero tolerance approach to prevent and challenge bullying, harassment and abuse against colleagues and create a culture of mutual respect</p> <p><b>Spire action:</b></p> <ul style="list-style-type: none"> <li>– Introduction of new Raising Concerns Policy to help reinforce our zero tolerance approach to bullying, harassment and abuse, and our open culture where colleagues are encouraged to raise concerns through our well established Freedom to Speak Up, grievance and raising concerns processes</li> <li>– Record, analyse data and progress actions for potential ethnicity gaps when entering formal disciplinary processes</li> <li>– Ensure that all colleagues have access to psychological support through the Employee Assistance Programme (EAP) and colleague support line</li> <li>– Discuss EDI as part of wellbeing 121 conversations</li> <li>– Continue to embed EDI strategy and action plan through regular drumbeat of communications including key awareness events</li> <li>– Encourage self-declaration of ethnicity. Looking at ways of approaching this, possibly through our Employee Self Serve tool which is due to be launched</li> </ul>	
3.4	<b>Colleagues are empowered and engaged in the equality, diversity and inclusion agenda and empowered to challenge inappropriate behaviours</b>		
3.5	<b>Prevent and challenge bullying harassment and abuse against colleagues, and create a culture of mutual respect</b>		
3.6	<b>All REN colleagues have confidence in self-declaring their ethnicity on our Oracle People system</b>		
3.7	<b>Ensure health and wellbeing initiatives reflects the needs of REN colleagues</b>		
WRES objective		Spire's people strategy objectives, plan and WRES indicator	Further details
4.0	<b>KEEP</b>		
4.1	<b>Commitment to embedding and making equality, diversity and inclusion a part of everything we do</b>	<p><b>WRES indicators 1, 2, 5, 6, 7, 8 and 9</b></p> <p><b>People plan 2020 – 2025:</b></p> <p>KEEP – Review the governance arrangements to ensure the REN colleague network is able to contribute to, inform and influence decision making processes</p> <ul style="list-style-type: none"> <li>– Increased emphasis on measuring real progress on EDI through feedback, data and evaluation</li> </ul> <p><b>Spire action:</b></p> <ul style="list-style-type: none"> <li>– Continue to embed the REN network through consultation and engagement with REN colleagues</li> <li>– Analyse and monitor data to address changes in REN diversity on decision making forums.</li> <li>– Ensure that Spire makes a consistent effort in educating our colleagues about EDI including regular communications to promote and raise awareness of key EDI new and events, creating policies that are reflective of inclusion i.e. uniform policy and People policies are fit for purpose across our whole colleague base</li> </ul>	Page 6
4.2	<b>Ensure we have a proactive REN network</b>		
4.3	<p><b>Ensure REN diversity balance on decision making forums:</b></p> <p>Increasing the proportion of REN voting members and REN Executive Board members with the aim of being representative of the ethnic diversity of the workforce</p>		

## Workforce Race Equality Standard: action plan 2020 – 2025

This table provides the detailed actions to be taken by Spire against our 2020/2021 WRES objectives as outlined in the table above.

No	Objective	Specific action	Lead	Timeline	2021/2022 WRES data submission	Indicators of improvement	Progress from 2021	RAG rating
1.0	<b>FIND</b>							
1.1	<p><b>Recruitment and selection with emphasis on:</b></p> <p>Ensuring that recruitment and selection practices are inclusive for REN colleagues and prospective applicants</p> <p>Raising the profile of Spire as an <b>“employer of choice”</b> and reducing inequality in recruitment</p>	<p>Take a proactive approach to recruiting BAME colleagues and consider targeted recruitment approaches and/or positive action including our apprenticeship schemes</p>	Recruitment Apprenticeship Manager	March 2022	<b>Ind2:</b> Likelihood of colleagues being appointed from shortlisting across all posts:	Increase in applications and apprenticeships	Ongoing action	
		<p>Monitor and understand workforce data in relation to protected characteristics of all our colleagues and work to improve the quality of recruitment and selection data for reporting and improvement purposes</p>	Colleague Relations Team	Ongoing	<p><b>Relative likelihood of white colleagues being appointed from shortlisting</b></p> <p>There are more colleagues whose ethnicity is unknown, which will be addressed as an action, however there is a notable improvement of the number of BAME colleagues who are shortlisted for roles being appointed.</p>	Increase for ethnicity declarations during recruitment process	A new HR system implemented to track application data. Further work is required to encourage completion of ethnicity data	
						Spire workforce is representative of the community		

No	Objective	Specific action	Lead	Timeline	2021/2022 WRES data submission	Indicators of improvement	Progress from 2021	RAG rating												
2.0	<b>KEEP</b>																			
2.1	<b>Increased focus on REN colleagues in leadership roles</b> – to have enabling strategies that support REN colleagues to succeed	Identify opportunities to overcome barriers to progression and career development in conjunction with REN colleague network	Colleague Relations Team REN Colleague Network	Ongoing	<b>Ind1:</b> % of colleagues or medical and VSM (including exec board members) compared with the % of colleagues in overall workforce. Overall workforce (declared ethnicity)	Engagement survey	Unfortunately the implementation of our new people system has impacted the amount of data currently available but as we roll out the colleague 'self-service' element, colleagues will be encouraged to self-declare their ethnic background													
		Continue cohort for the LEAP and broader apprenticeship programmes	Apprenticeship Manager	Ongoing	<table border="1"> <thead> <tr> <th colspan="2">Headcount</th> </tr> <tr> <th>White</th> <th>REN</th> </tr> </thead> <tbody> <tr> <td>7,867</td> <td>1,515</td> </tr> <tr> <th colspan="2">% overall workforce</th> </tr> <tr> <th>White</th> <th>BAME</th> </tr> <tr> <td>78%</td> <td>22% ↑</td> </tr> </tbody> </table> <b>Ind4:</b> Likelihood of white colleagues accessing non mandatory training and CPD compared to REN colleagues	Headcount		White	REN	7,867	1,515	% overall workforce		White	BAME	78%	22% ↑	Number of BAME colleagues taking up the programme	9% from REN on the programme. Action required to ensure % on the programme reflects the diversity % within the workforce	
		Headcount																		
		White	REN																	
7,867	1,515																			
% overall workforce																				
White	BAME																			
78%	22% ↑																			
Celebrate significant diversity events	Communications Team	Ongoing	Likelihood of white colleagues accessing non mandatory training compared to REN colleagues	Number of articles and feedback	Regularly completed															
Productive colleague led network conversations, with a focus on making tangible progress on EDI for REN and LGBTQ+ colleagues	Colleague Relations Team	December 2021	At the moment non-mandatory training and CPD is not measured and there is an action to implement one	Number of REN colleagues accessing non mandatory and CPD	New action															
	Implement a process to record non mandatory training and CPD for BAME colleagues	REN Colleague Network	December 2021																	

No	Objective	Specific action	Lead	Timeline	2020/2021 WRES data submission	Indicators of improvement	Progress from 2019	RAG rating				
3.0	<b>GROW</b>											
3.1	<b>Managers equipped with having meaningful and compassionate conversations</b>	To utilise wellbeing 121s and Colleague Enabling Excellence conversations to understand colleagues' ambitions, opportunities for growth and any perceived barriers that need to be overcome	All line managers	Ongoing	<b>Ind7:</b> % colleagues believing Spire Group provides equal opportunities for career progression or promotion  <table border="1"> <thead> <tr> <th>White</th> <th>REN</th> </tr> </thead> <tbody> <tr> <td>73%</td> <td>63%</td> </tr> </tbody> </table>	White	REN	73%	63%	Engagement survey	Completed and supported by line managers	
		White	REN									
73%	63%											
		Provide managers with the necessary, training, tools and strategies to enable them to be inclusive, compassionate leaders	Colleague Relations Team	Ongoing	<b>Ind8:</b> In last 12 months; have you personally experienced discrimination at work from any of the following; manager, team leader or other colleagues  <table border="1"> <thead> <tr> <th>White</th> <th>REN</th> </tr> </thead> <tbody> <tr> <td>4%</td> <td>7%</td> </tr> </tbody> </table>	White	REN	4%	7%	Engagement survey	Upskilling of managers on policies	
White	REN											
4%	7%											
3.2	<b>Colleague led REN network</b>	<p>Wide range of guidance and support material available for all colleagues across different methods</p> <p>Continue to have meaningful engagement with all BAME colleagues across Spire through a variety of communication platforms</p> <p>Work with REN colleague group to consider new initiatives/proposals including The Big Promise to help embed a colleague-led EDI approach</p>	Colleague Relations Team	Ongoing	<table border="1"> <thead> <tr> <th>White</th> <th>REN</th> </tr> </thead> <tbody> <tr> <td>4%</td> <td>7%</td> </tr> </tbody> </table>	White	REN	4%	7%	<p>BAME colleagues feel their physical, mental and psychological needs are met</p> <p>Engagement survey</p>	A colleague led "Black Lives Matter" BAME REN network launched that will be a platform for consultation and improving EDI	
White	REN											
4%	7%											

No	Objective	Specific action	Lead	Timeline	2020/2021 WRES data submission	Indicators of improvement	Progress from 2019	RAG rating								
3.3	<b>Awareness raising across the Spire Group; so that all managers and the wider workforce are aware of the values and expectations on behaviours including our wider diversity and inclusion priorities</b>	<p>A zero tolerance approach where colleagues are encouraged to raise concerns through our well established Freedom to Speak Up, grievance and whistleblowing processes</p> <p>Record, analyse data and progress actions for potential ethnicity gaps when entering formal disciplinary processes</p> <p>Ensure that all colleagues have access to psychological support through the Employee Assistance Programme (EAP) and colleague support line</p> <p>Continue to embed EDI strategy and action plan</p> <p>Colleagues to be asked the mandatory questions within the colleague engagement survey</p>	Internal Communications Team	Ongoing	<p><b>Ind 1, 2 and 8</b> (see data above)</p> <p><b>Ind5:</b> % colleagues experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months</p> <table border="1"> <thead> <tr> <th>White</th> <th>REN</th> </tr> </thead> <tbody> <tr> <td>7% ↓</td> <td>6% ↓</td> </tr> </tbody> </table> <p><b>Ind6:</b> % colleagues experiencing harassment, bullying or abuse from colleagues in last 12 months</p> <table border="1"> <thead> <tr> <th>White</th> <th>REN</th> </tr> </thead> <tbody> <tr> <td>7% ↓</td> <td>9% ↓</td> </tr> </tbody> </table>	White	REN	7% ↓	6% ↓	White	REN	7% ↓	9% ↓	<p>Fewer cases of conflict going through formal processes</p> <p>Fewer complaints of bullying and harassment from colleagues</p> <p>Colleagues are aware of the EAP support and feel comfortable accessing it</p> <p>REN colleagues feel confident about reporting incidences of bullying and harassment</p> <p>Engagement survey</p>	<p>Completed and ongoing to raise awareness</p> <p>My HR Cases launched to monitor trends and issues</p> <p>New action</p>	
		White	REN													
		7% ↓	6% ↓													
White	REN															
7% ↓	9% ↓															
<p>Launch of a new additional value – Building a culture of respect, collaboration and inclusion as a positive message on our approach to EDI</p>	Internal Communications Team	Ongoing	<p>The above figures have halved on the previous year's results</p>	<p>Engagement survey</p>	<p>New action</p>											
<p>Continue to embed mandatory equality and diversity training for managers that promotes a culture of dignity and mutual respect.</p> <p>Create a training package in relation to unconscious bias for all colleagues which will endorse and support the above</p>	Colleague Relations Team	Ongoing		<p>Deliver training to managers</p> <p>Colleague survey shows improvement in quality of EE's</p> <p>Engagement score increased</p> <p>Reduction in the numbers of grievances and patient complaints</p>	<p>Delivery completed</p>											

No	Objective	Specific action	Lead	Timeline	2020/2021 WRES data submission	Indicators of improvement	Progress from 2019	RAG rating
3.5	<b>Prevent and challenge bullying harassment and abuse against colleagues, and create a culture of mutual respect</b>	Develop and implement a “code of conduct” policy and campaign on dignity and mutual respect in the workplace	Internal Communications Team Colleague Relations Team	Q1 2022		Engagement survey	New action	
		Develop strategies and tools for approaches to informal conflict resolution	Colleague Relations Team	March 2022		Fewer cases of conflict going through formal processes	Upskilling managers to improve capability	
		Continue “Let’s Talk” initiative to provide support to REN colleagues	Internal Communications Team	Ongoing		Engagement survey		
3.6	<b>All REN colleagues have confidence in declaring their ethnicity in Florence</b>	Develop a communications campaign so that colleagues feel confident about self-recording their protected characteristic in Oracle especially when self-service is launched	Internal Communications Team	March 2022		Increase in declaration rates on Oracle	New action	
		3.7	<b>Ensure health and wellbeing initiatives reflects the needs of REN colleagues</b>	Undertake an Equality Impact Assessment on the Health and Wellbeing and related policies as and when they are reviewed, to ensure the needs of REN and LBGTO+ colleagues are met and fit for purpose		Colleague Relations Team	March 2022	Engagement survey
<b>4.0 Inclusion – colleague experience</b>								
4.1	<b>Commitment to embedding and mainstreaming EDI in everything we do</b>	Colleague led approach to embed EDI	REN	Ongoing		Engagement survey		
		Engagement with REN colleagues to positively influence and embed the WRES action plan	REN	Ongoing		REN colleagues across Spire feel engaged and listened to		

No	Objective	Specific action	Lead	Timeline	2020/2021 WRES data submission	Indicators of improvement	Progress from 2019	RAG rating
4.2	<b>Ensure we have a proactive Race Equality network</b>	Continuously improve the role and remit of the REN network	Colleague Relations Team REN	Ongoing		Engagement survey		
		Hold a series of consultation meetings with REN colleagues to address current and future needs to maintain a 'proactive' approach	Colleague Relations Team REN	Ongoing		Engagement survey		
4.3	<b>Ensure BAME diversity balance on decision making forums: Board members with the aim of being representative of the ethnic diversity of the workforce</b>	Review governance arrangements to ensure the Race Equality network is able to contribute to and inform decision making processes	Colleague Relations Team REN	March 2022		Engagement survey		
		To review appointments as they arise and seek to ensure that we continue to strive to have a Leadership that reflects the diversity of the local population. Utilising positive action measures within the scope of the Equality Act 2010, as appropriate	HR Director	Ongoing		Number of colleagues appointed		

*Looking after you.*